

9 November 1979

MEMORANDUM FOR: Director of Training

VIA: Deputy Director of Central Intelligence

FROM: Director of Central Intelligence

SUBJECT: Comments on the Curriculum for Midcareer Course No. 69

REFERENCE: Memo for DCI from D/OTR, dtd 5 Nov 79, Subject:
Management Training

1. With respect to leadership/personnel management training, I have marked with red in the margin those portions of this curriculum that are most pointed toward the objectives I have in mind. These are periods of instruction that deal with leadership and personnel management in the abstract as opposed to describing how we do it in DDA or DDS&T or what the particular gripes and problems with respect to leadership are in the Agency in 1979. Those portions are all right but of only marginal interest to me. What I am most concerned with is having people understand the general principles of good leadership.

2. I note that the instruction periods I have checked total to ten and one-half hours. There are another six or seven hours of similar material but with a specific slant towards some Agency component. What I am aiming for is 20% or one full working week in the generalized leadership area. In short, what we have here amounts to about one day or a little bit more rather than a full five.

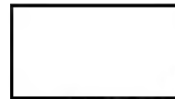
3. Beyond that, in reviewing this entire curriculum, I wonder if there is enough sense of the profession in the nature of the challenges that face it today? I would like to see us lift our focus for a little bit from the problems of individual offices and how they function to the role of the profession in our society and to some of the moral and ethical

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issues that confront us. We could use a discussion of the attitudes of the country towards the CIA and intelligence in general; the reasons for charters; the conflicts in testifying before Congress in supporting the President's program and in expressing one's own personal views; etc. We want to prepare these midcareerists for the conflicts and challenges that face them as they move into more senior managerial positions. I am pleased that the course helps them expand their horizons by understanding the other elements of the Agency. I think it can and should do more to expand their thinking horizons. I believe this would require some dedicated work on the part of your faculty rather than just bringing in outside lecturers. You cannot control those lecturers and they are going to talk about their problems primarily. If anything, however, some truly outside lecturers could best tackle the kind of issues I'm raising here. You have some on there; I would encourage even more people like Graham Allison, Peter Szanton, Richard Betts and others who have demonstrated that they are really thinking of the depth of our problems.



STANSFIELD TURNER

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